

U.S. Army Cadet Command

July 2001

On-Campus Market Potential Study



Executive Summary

Segmentation

The On-Campus Study

- **Conducted in April 2001 at 29 universities, representing high and low cost, and geographic diversity.**
- **Nearly 3,600 students surveyed.**
- **Goals:**
 - **determine what the basic knowledge and perception of Army ROTC is,**
 - **segment the local market,**
 - **determine what characteristics could lead to participation in Army ROTC,**
 - **and how many non-participating students on campus were potential Army ROTC cadets**
- **The study focused on identifying characteristics that may induce students on campus to consider participation in Army ROTC.**
- **It did not rely on propensity to participate in identification of core elements that could lead to participation.**

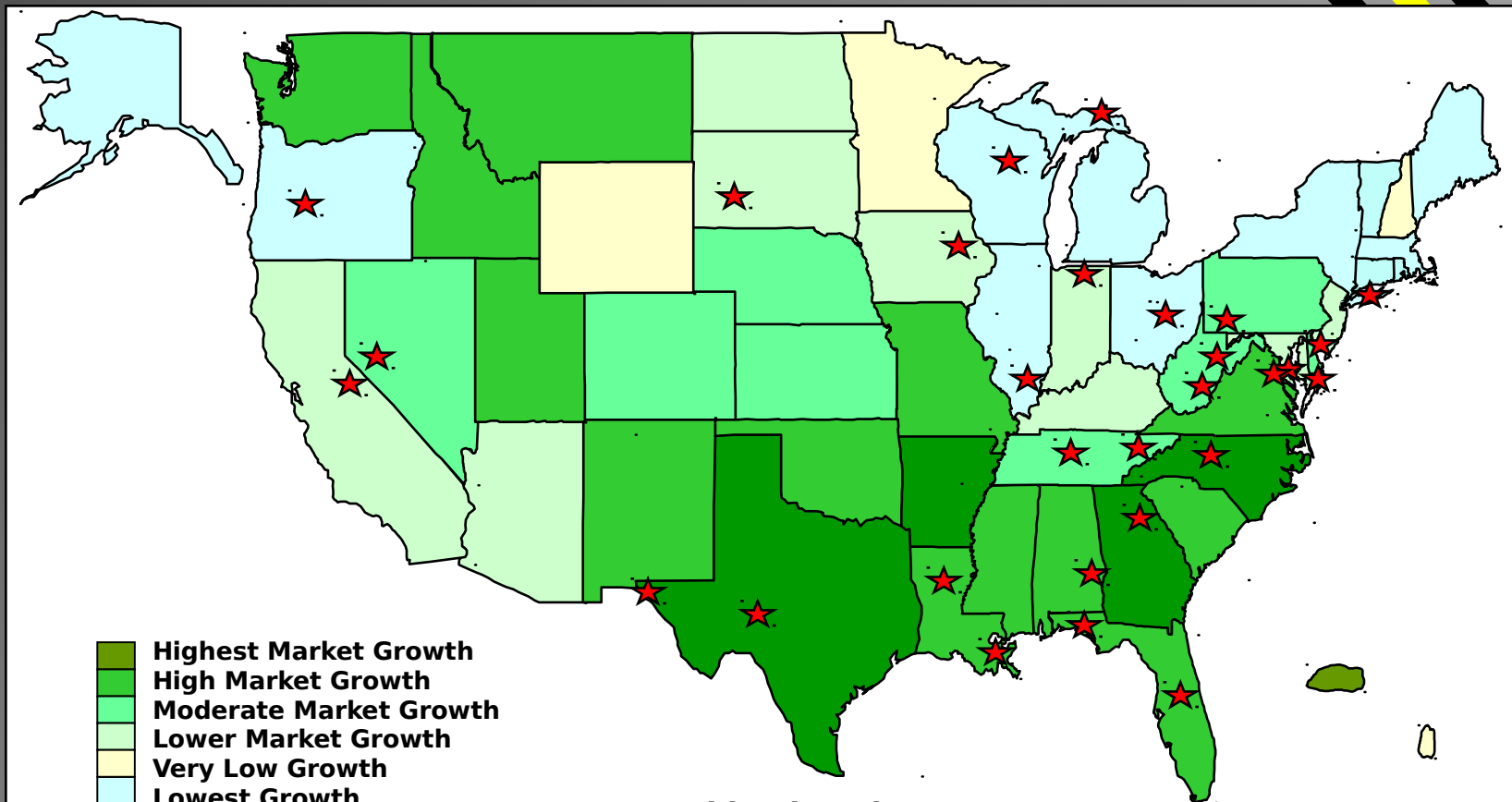


Bottom Line - On-Campus Study

- **Schools are different, and the markets vary dramatically.**
- **The people we want are also those who are most receptive to our message (SAL).**
- **We now have a clearer picture of what our target market looks like.**
- **We now have a clearer picture of what our target market responds to.**
- **We now have a clearer picture of what our local efforts need to incorporate.**
- **We know that there is potential for more commissions at several schools.**



Twenty-Nine Schools

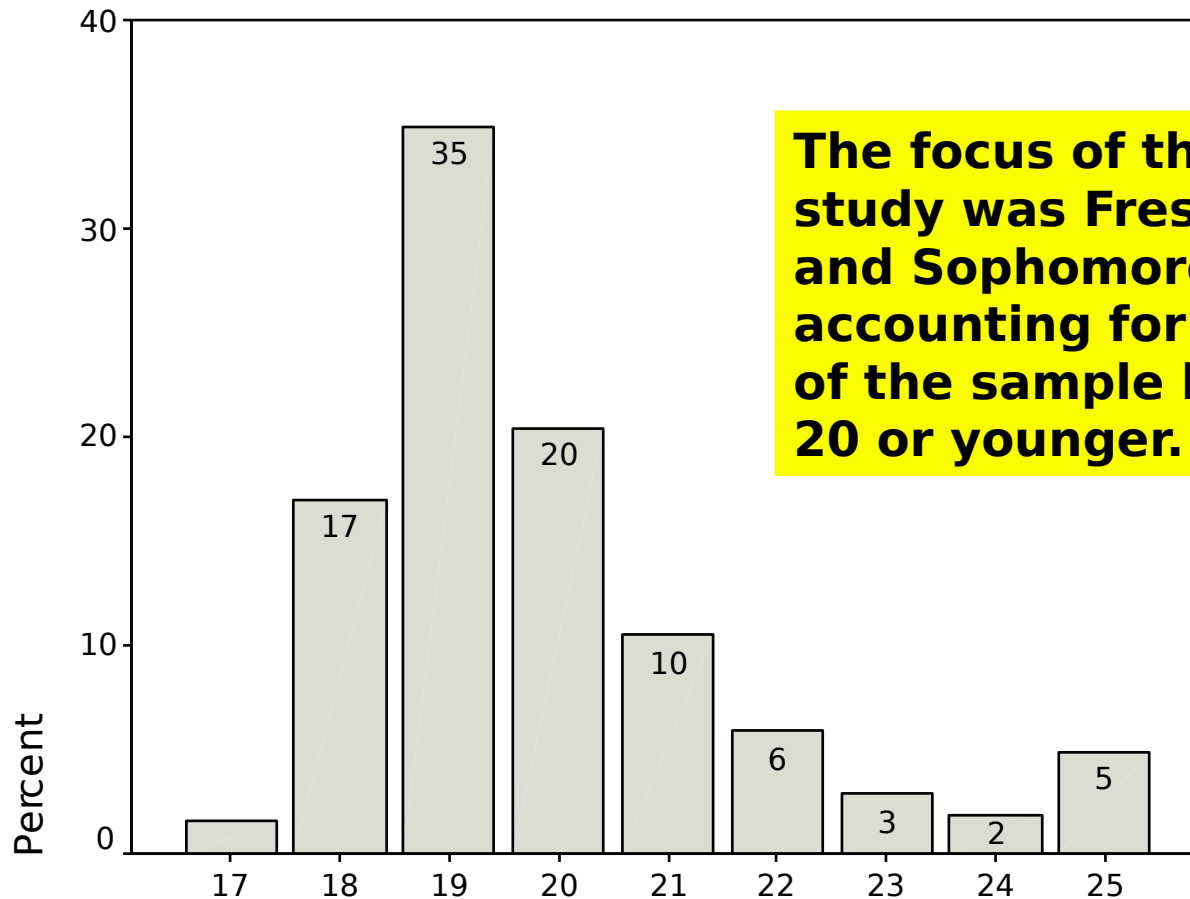


- Geographic Diversity
- Covering spectrum of Academic Reputation
- High, moderate and low cost schools
- Private and public institutions
- Primarily residential and primarily commuter schools
- Representation of high & low military propensity
- Representing highest PEF and lowest PEF



Demography of Study Sample

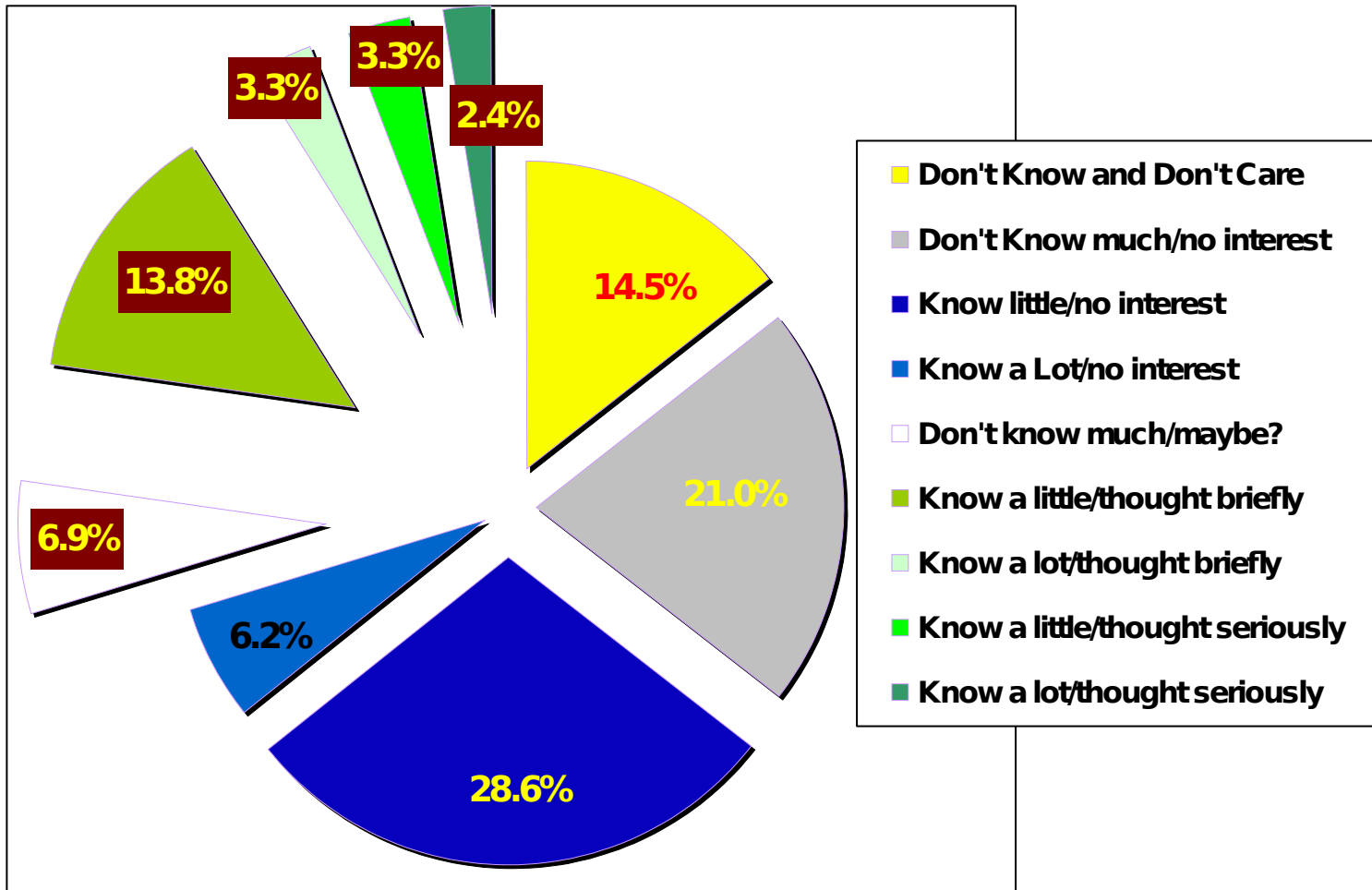
Distribution by Age



The focus of the study was Freshmen and Sophomores accounting for 74% of the sample being 20 or younger.



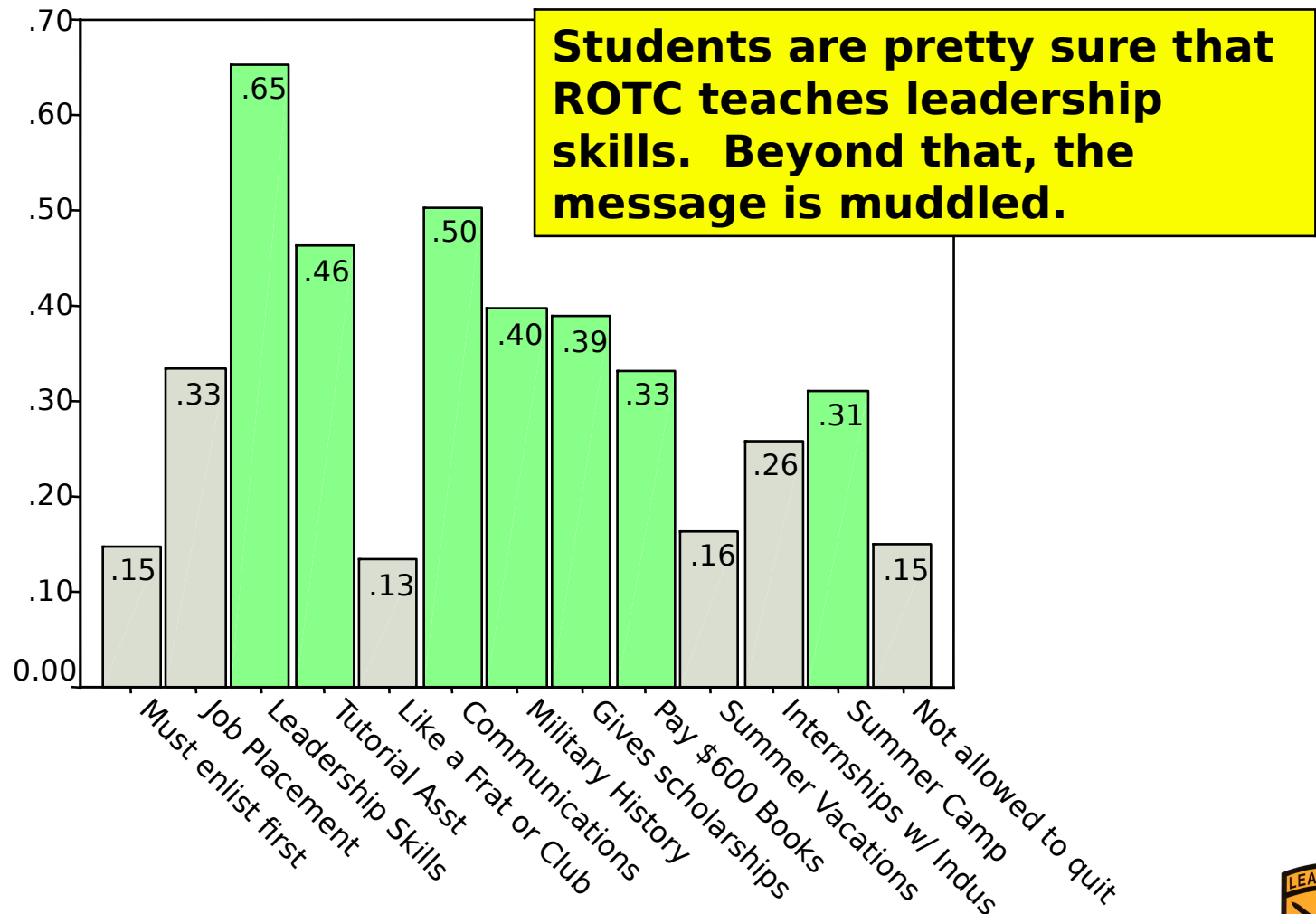
Confined Market



Majority of students have no interest in Army ROTC; but, some have expressed an interest in the past or may yet consider participation.

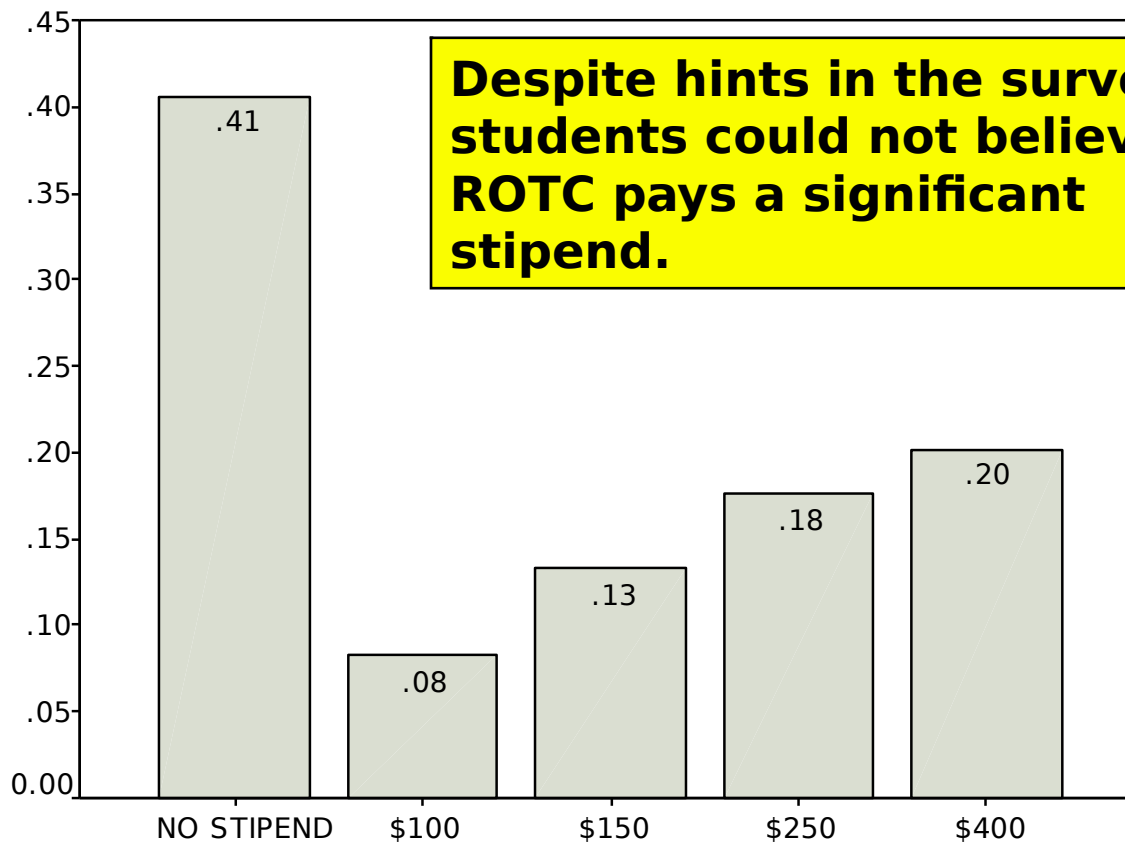


What Students Believe ROTC Does



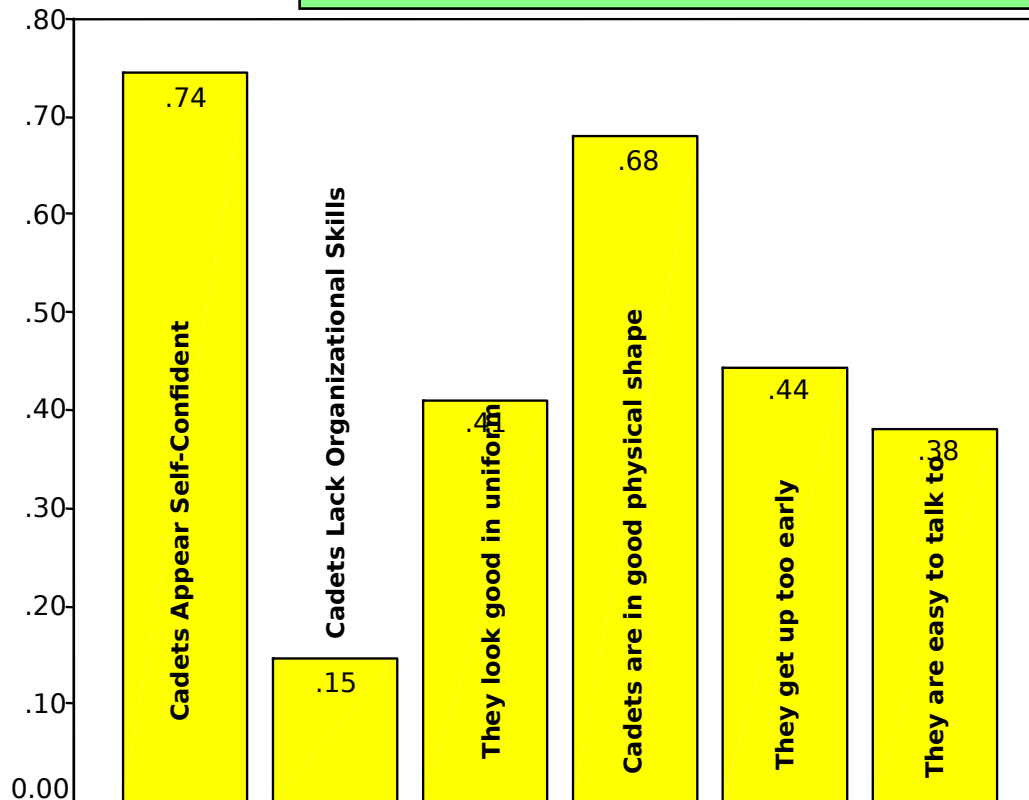
What Students Believe About Stipend

Half Believe Stipend \$100 or Less



How Students Perceive Cadets

Overall perception of cadets by students is positive. Cadets influence by their behavior and appearance.



Family Military Background of Students

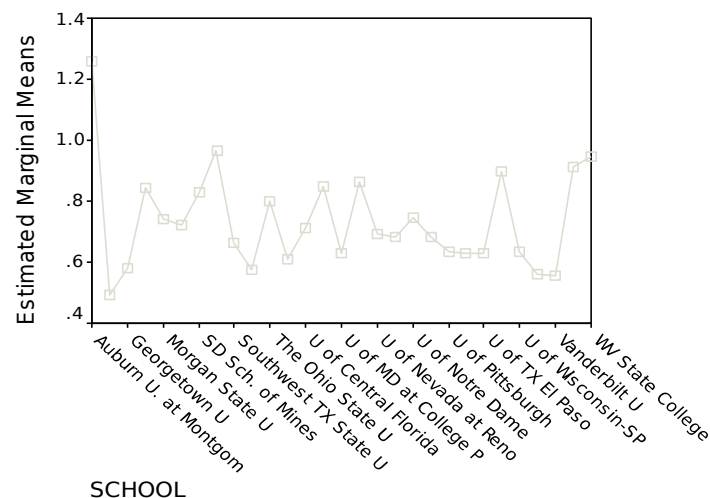
SCHOOL	Mean	Std. Deviation	N
George Mason U	0.49	0.74	95
Vanderbilt U	0.55	0.66	146
UC at Davis	0.56	0.69	125
St Johns U	0.58	0.78	90
Georgetown U	0.58	0.78	110
Tulane U	0.61	0.78	125
U of MD at College Park	0.63	0.72	59
U of TX El Paso	0.63	0.82	159
U of Tenn Knoxville	0.63	0.66	143
U of Wisconsin-SP	0.63	0.75	82
U of Pittsburgh	0.63	0.73	93
Southwest TX State U	0.66	0.71	122
U of Northern Iowa	0.68	0.75	113
U of Oregon	0.68	0.74	73
U of Nevada at Reno	0.69	0.77	126
U of Central Florida	0.71	0.79	135
Northern Michigan U	0.72	0.81	75
Morgan State U	0.74	0.63	116
U of Notre Dame	0.74	0.76	137
The Ohio State U	0.80	0.76	145
SD Sch. of Mines	0.83	0.71	105
Grambling State U	0.85	0.81	123
U of Georgia	0.85	0.86	126
U of NC Charlotte	0.86	0.88	148
U of West Florida	0.90	0.78	125
West Virginia U	0.91	1.03	124
WV State College	0.95	0.88	147
SO Illinois U at Edward	0.97	0.88	126
Auburn U. at Montgomery	1.26	1.06	93
Total	0.74	0.80	3386

Family military background

(weighted score for members of family)

- Significant differences exist by school.
- Auburn has the most, George Mason the least.

Estimated Marginal Means of All Family M

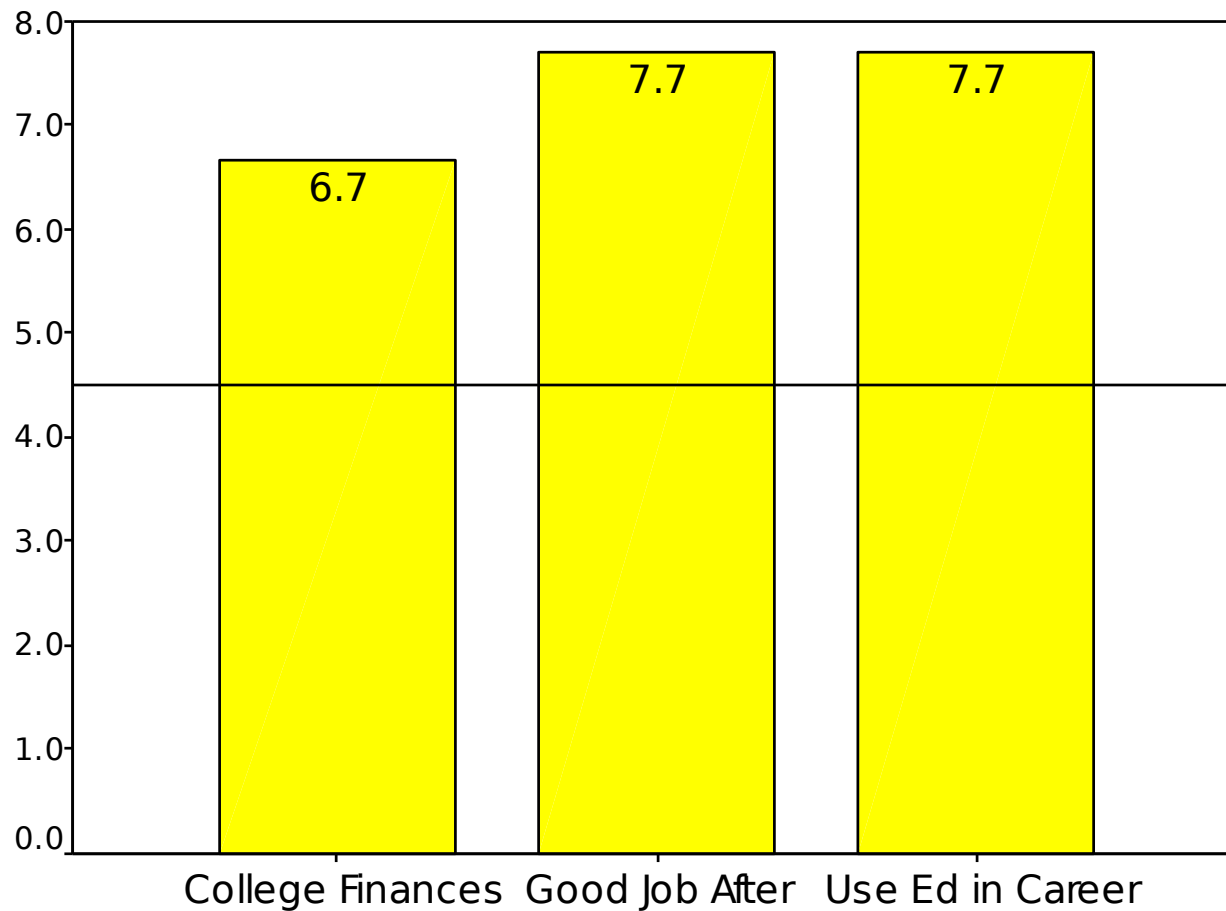


Bottom line: family military background is not a key to understanding market potential.



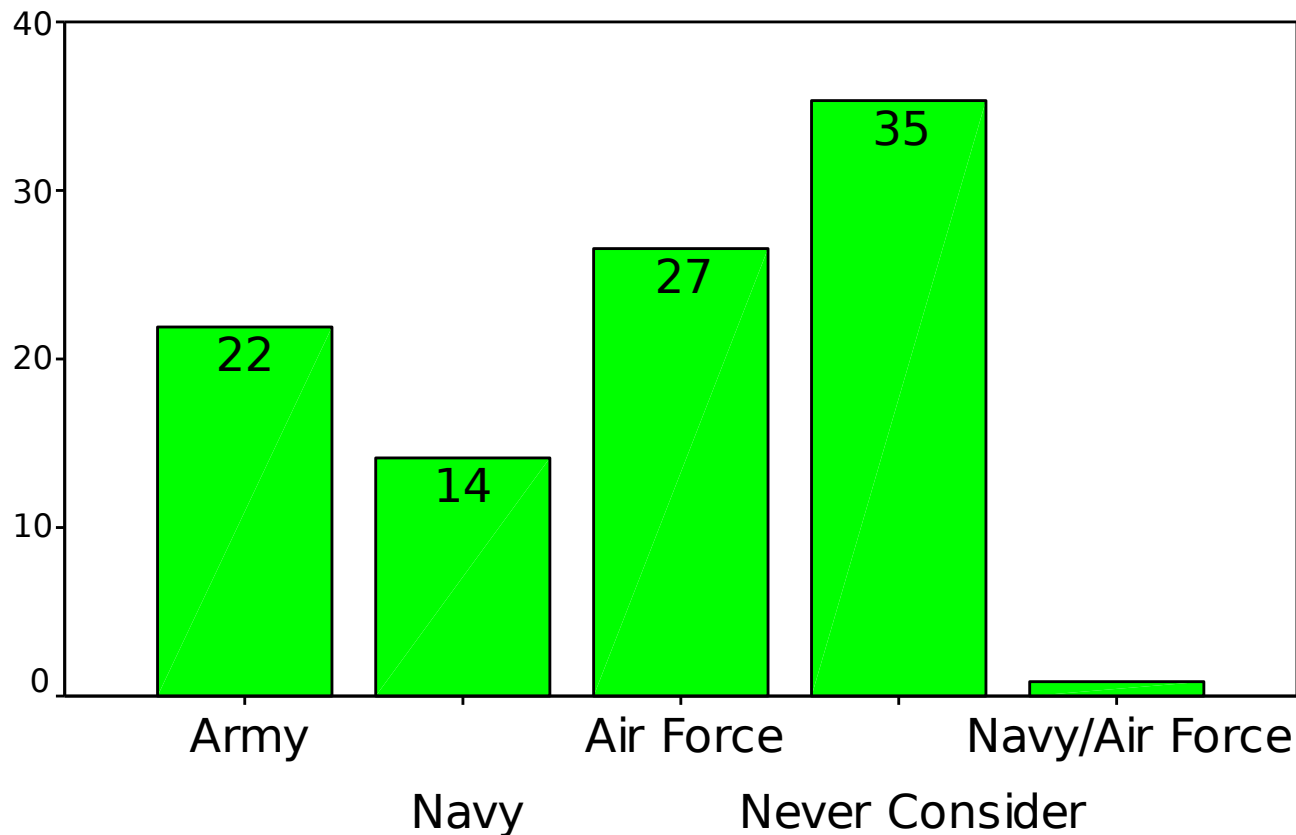
What Students Worry About

Student Concerns



What Students Might Consider

If I had considered ROTC, I would
Have taken

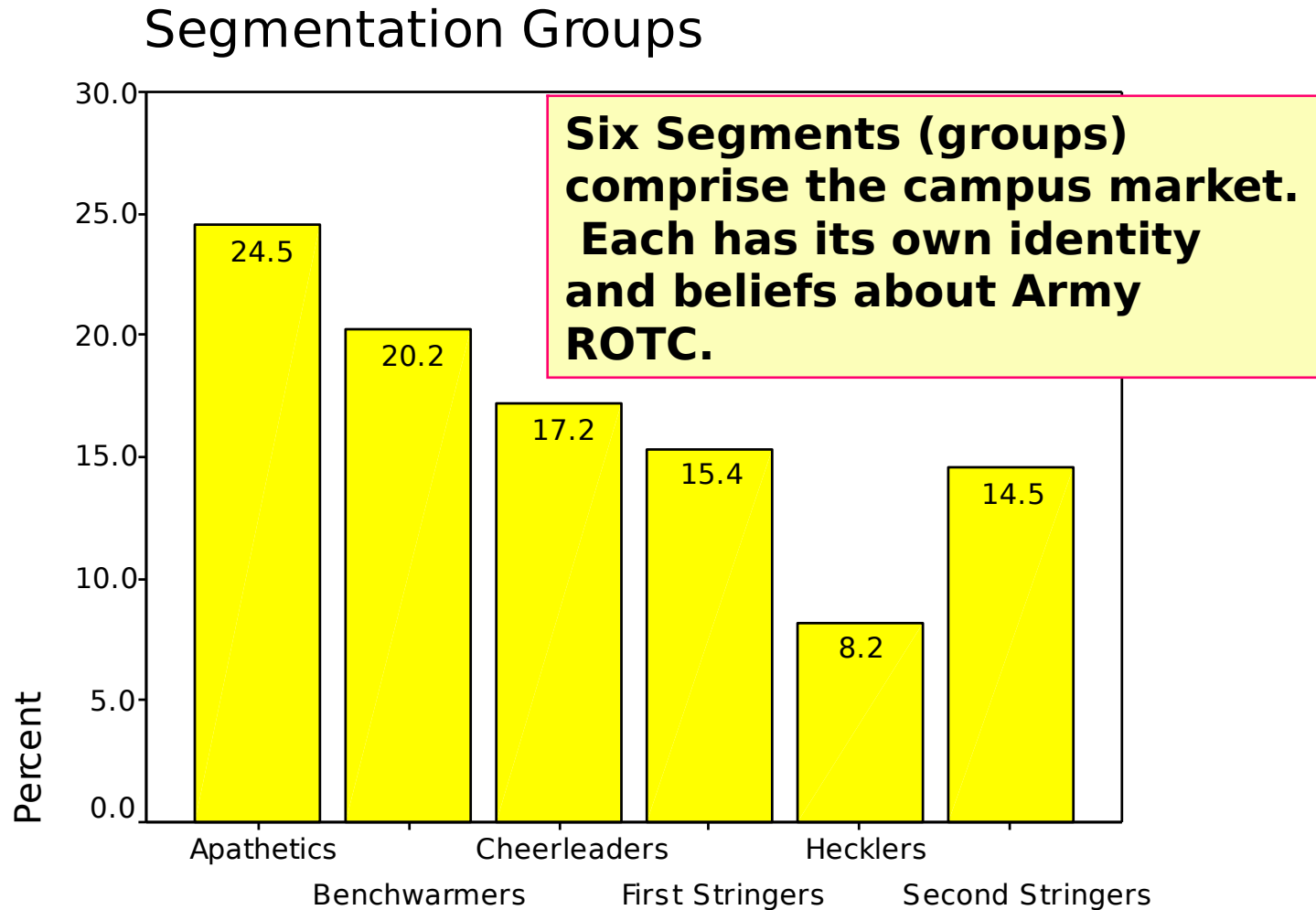


Market Segmentation

- Find naturally occurring groupings of students that occur based on the survey data, and how can their attitudes be assessed to determine target markets.
- It starts with uncovering covariance and relationships within the predictor data sets to isolate relevant features that will predict probable behavior, in this case, open consideration of Army ROTC.
- The groups occurring are then each analyzed to determine what factors, beliefs or characteristics the members of each group hold in common.



Market Segmentation - 2001 On-Campus Study



First Stringers

- **First Stringers:** First Stringers are the prime target audience of local marketing efforts.
 - They are generally students who have shown an interest in Army ROTC and indicate that given certain information, would consider participation.
 - They can be influenced through scholarship offer, stipend money, getting their choice of job, getting their choice of assignment, getting graduate school paid for, reserve forces duty, and outdoor training as opposed to classroom activities.
 - First Stringers are more physically active and interested in survival training and adventure training.
 - They are very interested in stipends and scholarship money.
 - They constitute about 15 percent of the college population, and over half have considered ROTC as an option in the past or consider an option now.
 - About one-third of this group considered Army ROTC and dismissed it; but, there is still over ten percent of the total campus population that fit the First Stringer profile and are still potential enrollees.
 - First Stringers tend to be interested in reserve options, but they are not driven to consider participation on reserve options alone.



Second Stringers/Benchwarmers

- **Second Stringers:** Similar in many regards to First Stringers, Second Stringers are positive toward Army ROTC and on the surface, would appear to be a viable target market.
 - They are, however, significantly less motivated by ROTC offerings and benefits than First Stringers and would not be personally persuaded by anything other than immediate financial gain or long-term future non-military gain to enroll.
 - They have, never-the-less, the highest scores on importance of service to country.
 - Second Stringers are more common in the western part of the country, and outnumber First Stringers there.
- **Benchwarmers:** Benchwarmers have a positive attitude toward Army ROTC, but they lack certain motivations to be considered a target audience.
 - They are less physically involved than prime candidates.
 - About the only thing that peaks their interest is scholarship and stipend money.
 - They are concerned about the now, not the future. They are less worried about a job after school and future success in general than prime candidates.



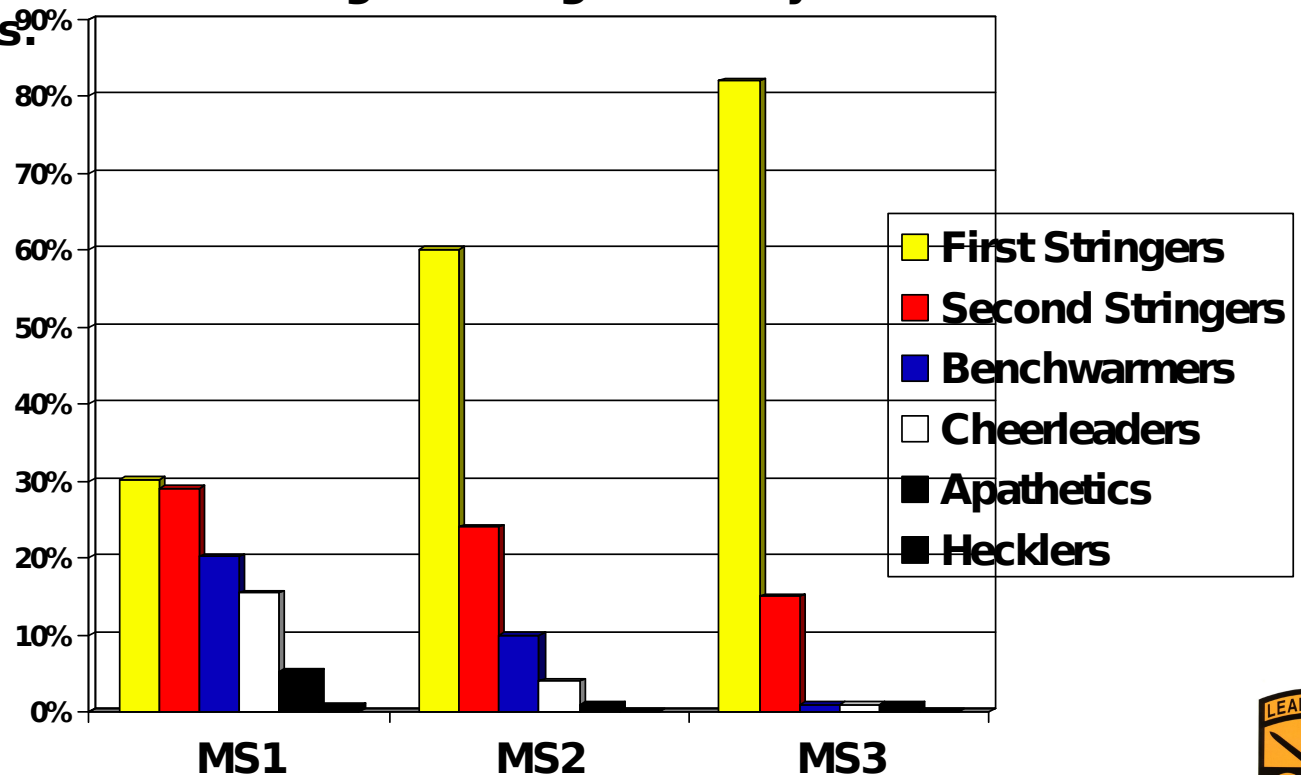
Cheerleaders/Apathetics/Hecklers

- **Cheerleaders:** Cheerleaders like and respect the military, they just do not feel it is appropriate for them.
 - They are less inclined to have considered Army ROTC for them than the Benchwarmers, with only about half as many actually showing even passing interest in Army ROTC.
 - Cheerleaders provide a positive benefit on campus in that they approve of ROTC and would not be inclined to negatively influence cadets from continued participation.
- **Apathetics:** Apathetics are neither pro or against Army ROTC. They simply have no interest.
 - They are less physically involved, less motivated by activities of an adventurous nature, less concerned with paying for school and less concerned with finding a job after college.
 - Apathetics constitute the largest sample group.
- **Hecklers:** Hecklers are those students who not only have not demonstrated an overt interest in Army ROTC, they do not see merit in the program for others.
 - Their view of Army ROTC, and the military in general, is negative.
 - Their presence can lead to negative retention.



Cadet Segmentation

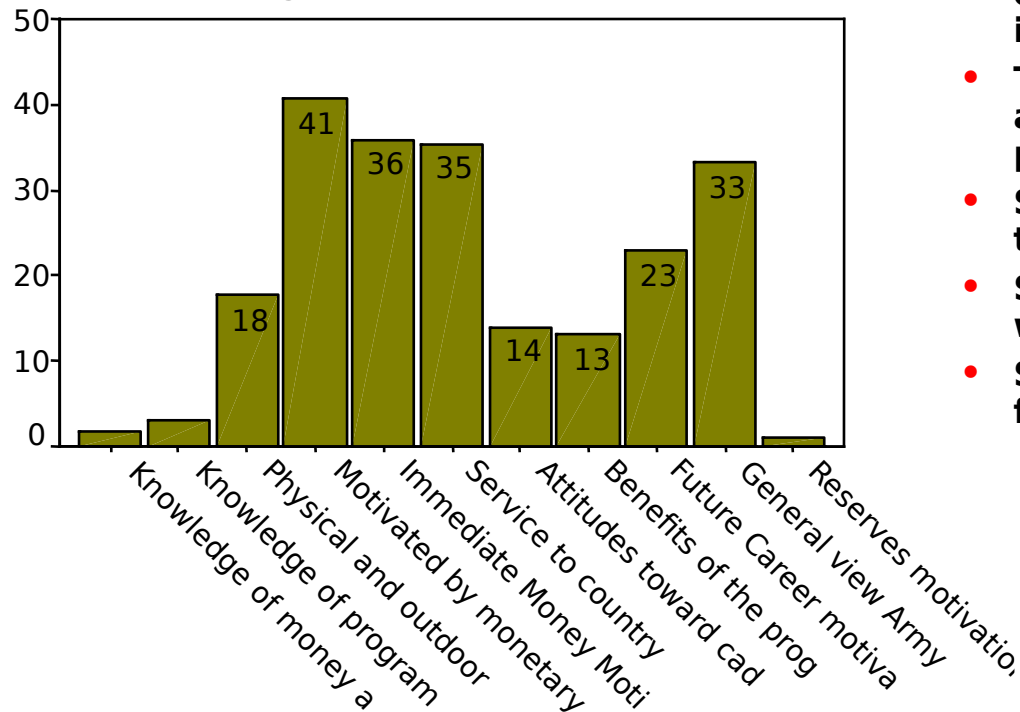
- MS1s responses on cadet surveys fit them into the range of segments.
- By MS3, cadets who would have been considered other than First Stringers have virtually disappeared.
- Retention of First Stringers is significantly better than other segments.



Influences to Participate

Influences to Consider Army ROTC

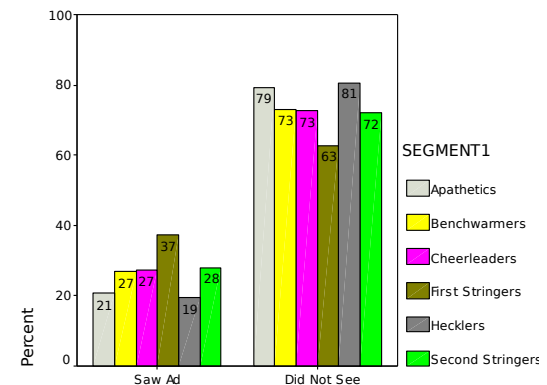
First Stringers



- First Stringers recall seeing Army ROTC ads more frequently than other groups.
- No way to know that this results from exposure to ads (targeting) or prospects' interest

- First Stringers look at long term monetary and career effects first, then to immediate monetary benefits.
- Their general view of the Army also contributes to their potential as prospects.
- Service to country is high in their motivation.
- Selling scholarships first would not work on this group.
- Selling overall benefits for the future is the best entre.

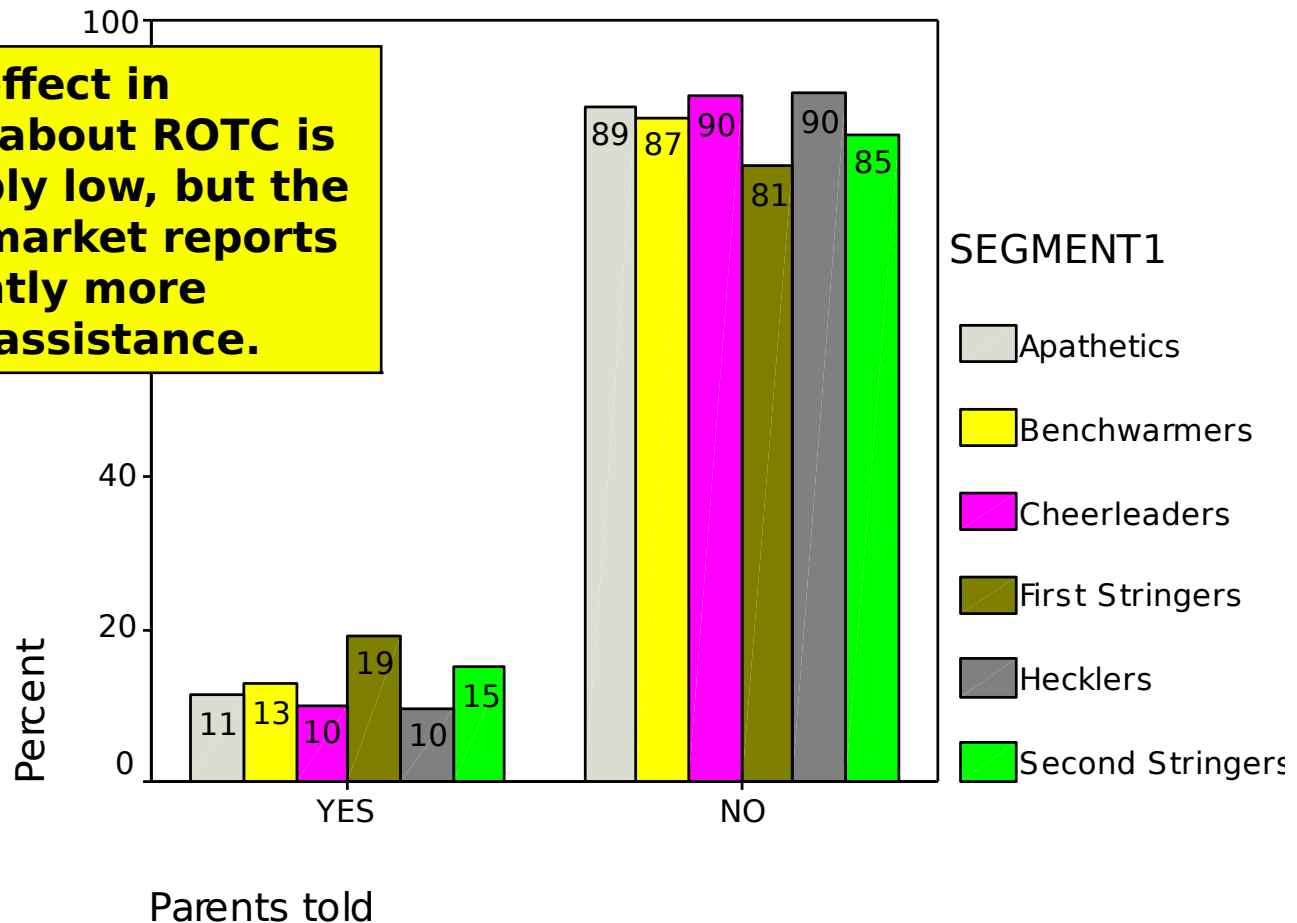
Learned About Army ROTC through Advertiser



Parents and Segments

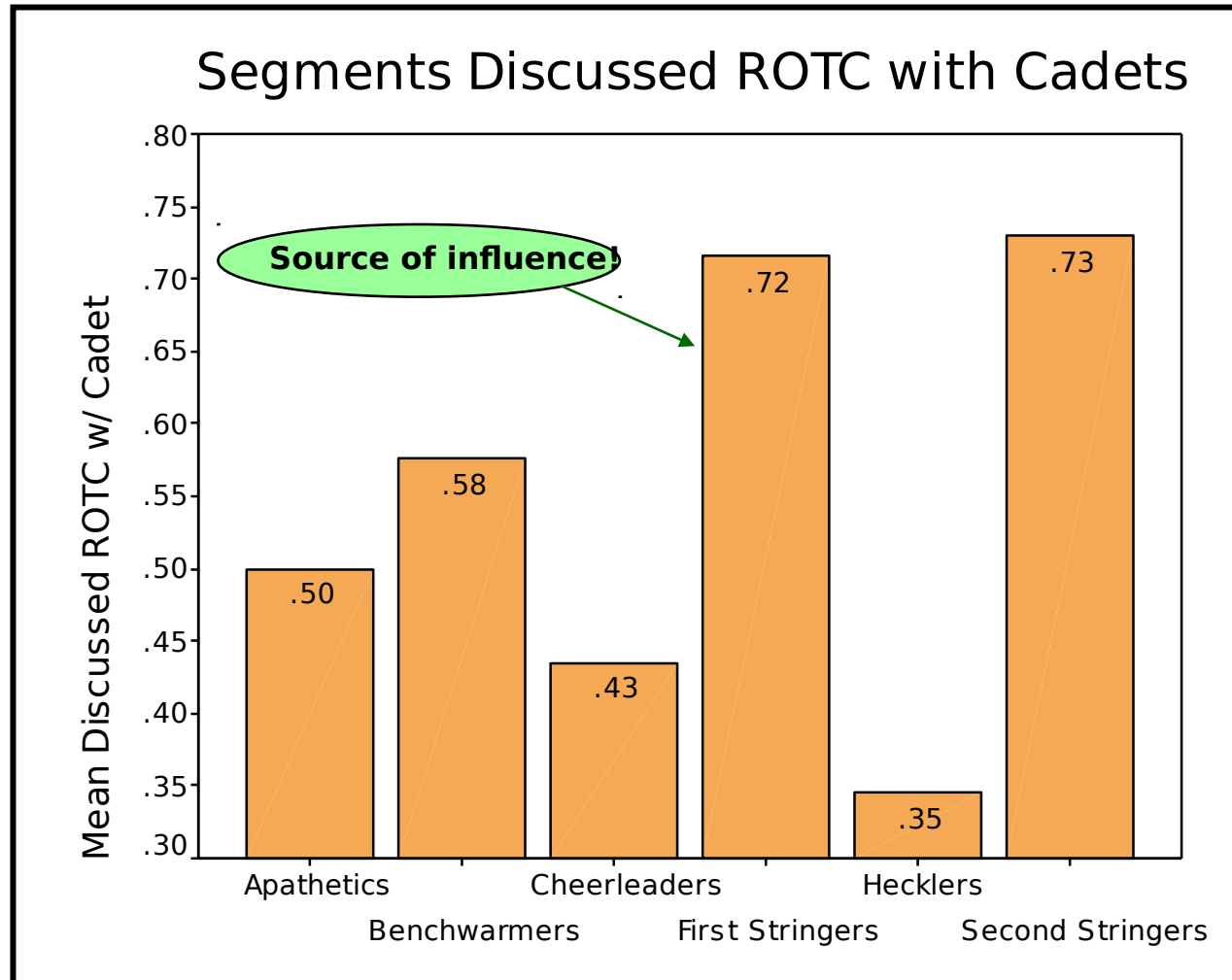
Learning From Parents

Parents effect in teaching about ROTC is remarkably low, but the primary market reports significantly more parental assistance.



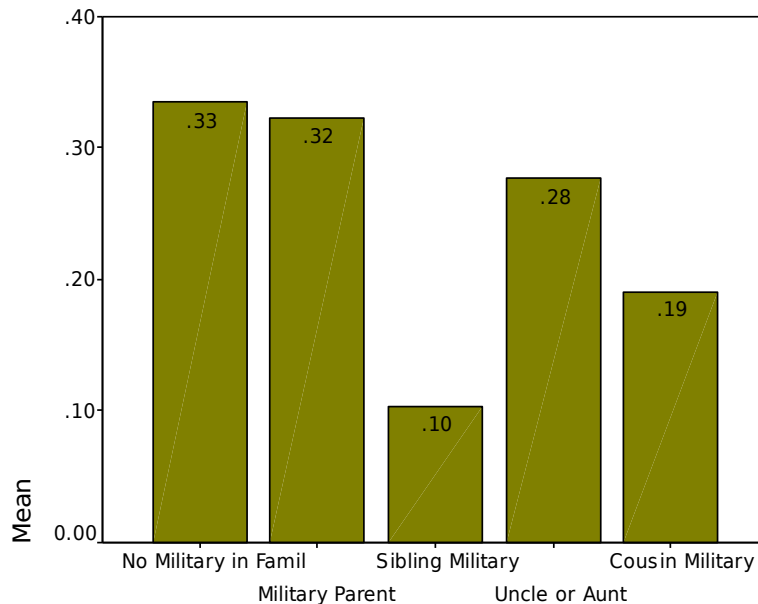
Discussed with Cadets

First and Second Stringers most often discuss ROTC with cadets.

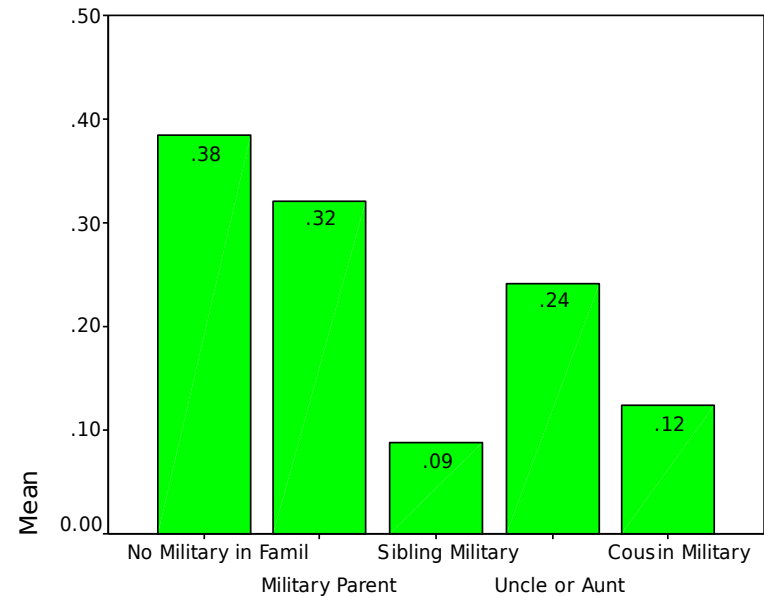


Student Military Family Background

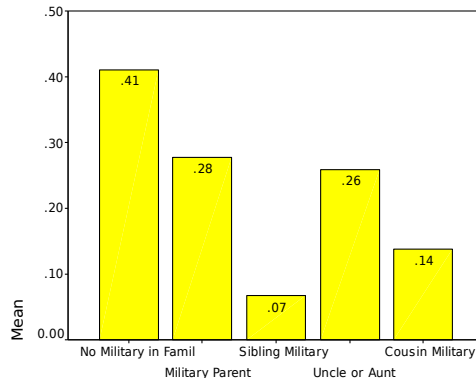
First Stringers Military Family Background



Second Stringers Military Family Background



Benchwarmers Family Military Background

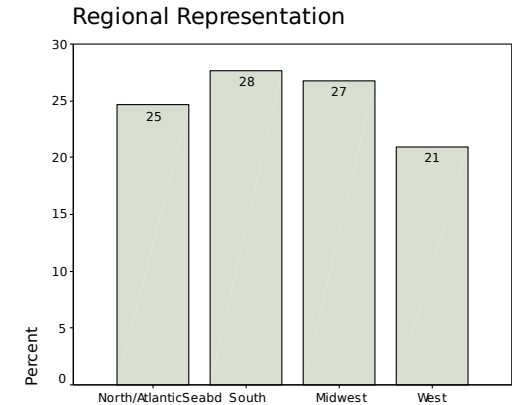
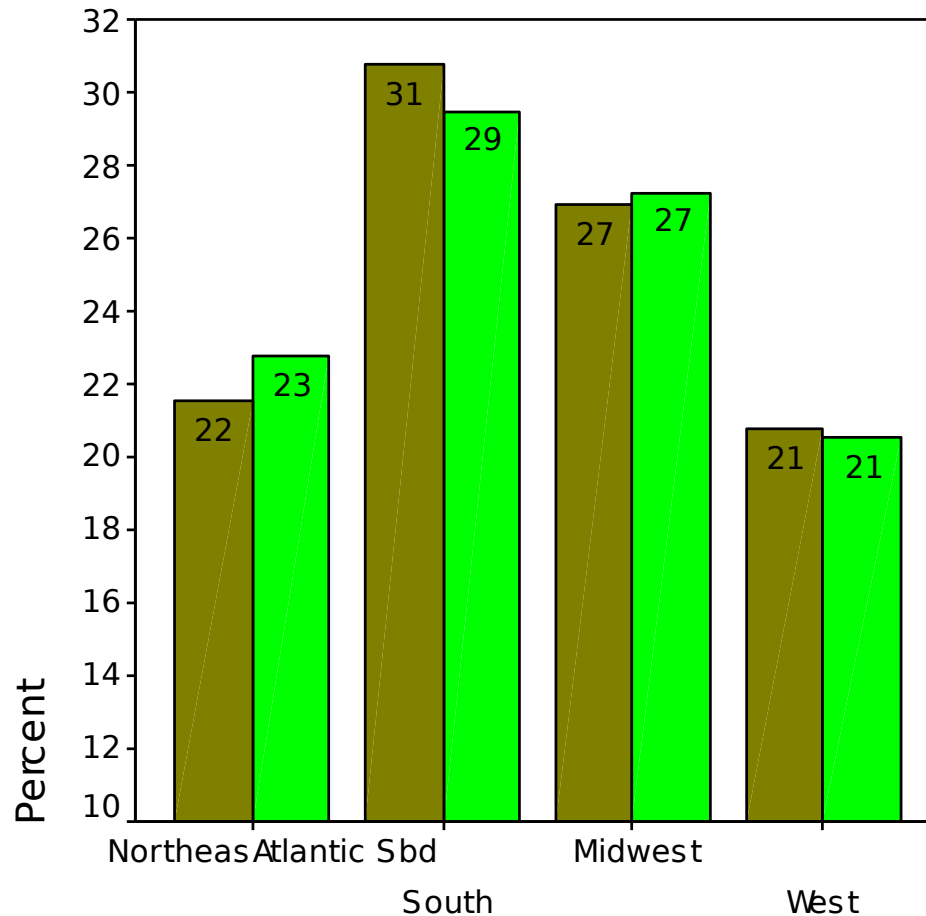


Although First and Second Stringers have more family members with military background, the difference is insignificant.



Regional Distribution of Market

First & Second Stringers by Region



Mid-west and West distribution as expected, South is higher and Northeast and Atlantic Seaboard are lower.

■ First Stringers
■ Second Stringers



The Big Divider - Physicality

finity for Physical Activity (Most Important Aspect of Consideration of Army ROTC)

SEGMENT1		Mean	Std. Deviation
Apathetics	Like Physical Activity	6.79	2.29
	Adventure Training	.14	.35
	Survival Training	.09	.29
	Displays of Military Equipment	.03	.16
	Physical and outdoor leaning	8.61	4.48
Benchwarmers	Like Physical Activity	7.04	2.09
	Adventure Training	.45	.50
	Survival Training	.37	.48
	Displays of Military Equipment	.17	.37
	Physical and outdoor leaning	13.3	6.53
Cheerleaders	Like Physical Activity	7.13	2.25
	Adventure Training	.15	.36
	Survival Training	.08	.27
	Displays of Military Equipment	.05	.21
	Physical and outdoor leaning	9.00	4.62
First Stringers	Like Physical Activity	7.46	1.97
	Adventure Training	.67	.47
	Survival Training	.59	.49
	Displays of Military Equipment	.37	.48
	Physical and outdoor leaning	17.7	7.49
Hecklers	Like Physical Activity	6.31	2.86
	Adventure Training	.06	.24
	Survival Training	.02	.13
	Displays of Military Equipment	.01	.12
	Physical and outdoor leaning	6.92	3.87
Second Stringers	Like Physical Activity	7.41	1.95
	Adventure Training	.48	.50
	Survival Training	.37	.48
	Displays of Military Equipment	.18	.39
	Physical and outdoor leaning	13.8	6.51

- First Stringers not only like physical activity, they like adventurous activity. They also like displays of military equipment, and their overall physical score is significantly higher than all other groups.
- Second Stringers liked physical activities but would not extend those to a military context. Adventure and excitement were not part of their physical nature.
- Benchwarmers were very similar to Second Stringers in physical activities index. Physical was okay as long as it wasn't too adventurous.
- Cheerleaders, et al., dropped off the chart on physical activity.



How to Find First Stringers?

- **First Stringers will know something about Army ROTC. They may have requested information on Army ROTC in the past from high school counselors or through fulfillment system (need to follow up on leads at battalion).**
- **First Stringers will not only like physical activity, they seek adventurous physical activity. They may have rafted, canoed, rock climbed, or sky dived. They would probably be first in line at a bungee jump. At an amusement park, First Stringers would probably seek out the most extreme rides. They will also come to displays of military equipment.**
- **First Stringers contemplate not only what they need for their lives and education now, but what they will do in the years after graduation. They seek challenge. Early visitors to job fairs.**
- **First Stringers exhibit athlete and leader characteristics. Look for those who organize intramural athletic activities in the dorms, run for student council positions and walk-ons for team sports.**
- **First Stringers concern for financing their education will**



How Do Convince First Stringers?

at Would Encourage First Stringers to Participate

		Standardized Coefficients	
		Beta	Sig.
First Stringers	(Constant)		.692
	Outdoor Classes	.022	.634
	Getting choice of job	.031	.528
	Getting choice of assignment	.032	.520
	Guaranteed Reserves Forces Duty	.080	.091
	Scholarship Money for College	.056	.215
	Graduate School Paid For	-.048	.316
	Monthly Stipend	.056	.232
	Like Physical Activity	.109	.018
	Army Officer is financially rewarding	.049	.293
	Enhance civilian career	.118	.016
	Just like enlistment	-.106	.022
	Cadre provide positive view	.084	.085
	Army a leader in Social Issues	.086	.095
	Army Officer is respected	-.010	.839
	Make more money w/o Army	.066	.147
	Respect decision of cadet	.002	.968
	Allow audit	-.008	.865
	Adventure Training	-.039	.464
	Learning how to parachute	-.020	.697
	Cadet internships w/ industry	.018	.707
	Survival Training	.078	.135
	Tutorial Assistance	-.024	.619
	\$300-\$400 in Stipend	-.019	.664
	Officers describe benefits	.048	.290
	Join Reserves	.054	.242

- First Stringers need to know exactly how being an Army officer will enhance their future career. They need to know about leadership and translating officership into their future plans and aspirations.

- First Stringers want to know about adventurous physical activity. We should sell Advanced Camp, FTXs, rappelling and jump school.

- First Stringers must be disabused of the idea that being an officer requires being enlisted first



Recommended Approach

- ROOs and all cadre need to learn how to identify prime targets on campus. The following questions domains can help:
 - Do you like doing exciting physical activities?
 - Do you think that you may achieve more as a leader in your field with the advantages of Army leadership training?
 - Do you enjoy challenges?
 - Is being a leader important to you?
 - Are you concerned about how to best use your education?
 - Are you concerned about financing your education?
 - Do you believe that the Army is a fair organization?
 - Do you believe that service to country is important?
- If the student engages in all question domains, he is probably a First Stringer.



Recommended Approach (cont)

- **ROOs and all cadre should develop the prospect by providing information on the following:**
 - **Explain thoroughly the difference between enlistment and commissioning in the Army through Army ROTC.**
 - **FTXs, survival training, outdoor activities, physical fitness, CTLT opportunities and jump school.**
 - **Officership and what it means in terms of self-development.**
 - **Increasing the future value of their skills gained in college by becoming an officer.**
 - **Graduate studies paid for by the Army/MGIB.**
 - **Stipend.**
 - **Scholarships.**
- **Recommend increasing the sample next year and include USAREC at schools with joint market potential.**



Other Segmentation Research (cont)

Comparison with Segmentation Study by Leo Burnett:

- The following attributes are NOT shared with the Leo Burnett Study's "Honor Bound" and First Stringers.
 - First Stringers believe that being an Army officer may contribute to success in a future career (but need to be shown). Honor Bound seem to perceive that military interrupts education and career plans.
 - First Stringers are concerned about financing their education. Honor Bound are less concerned.
- Why the discrepancy?
 - Sampling of college bound high school students for Leo Burnett's study would necessarily foster concerns over military interrupting education and career, since the connotation is that military service would come between high school and college.
 - First Stringers are in school, where the realities of living costs hit home. High school students focus on 29



SUMMARY:

- The study is still in the last stages of analytical refinement for tertiary effects. But, the added analysis will not affect the results here.
- Marketing on-campus should be directed to First Stringers to maximize effect.
- First Stringers are more likely to meet the Scholar/Athlete/Leader profile than other segments, therefore, the approaches should dovetail successfully.
- Our on-campus message will leave 85% of the audience out, but it will focus on those students who are more likely to listen, and, after enrolling, more likely to commission.
- Our pre-campus message should include key elements of the message used on-campus for the target audience and develop key influencers by providing succinct information.

